

National Training Center

# Strategic Plan

January 2009





JANUARY 2009



## From the Director

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It is my pleasure to present the Department of Energy (DOE) National Training Center (NTC) 2009 Strategic Plan.

This Strategic Plan identifies the framework around which all services at the NTC are provided. It is our plan to use the five major strategic themes identified here to further provide efficient, quality training for the entire DOE complex.

Safety, as well as Safeguards and Security, are critical components of everyday DOE operations. Thus we realize the importance of our mission, and continuously seek ways to improve the NTC with the goal of becoming a true "Center of Excellence."

To achieve our vision of becoming a "Center of Excellence" everyone within the NTC should use this plan to help guide our work. This plan will be revisited on an annual basis and updated to ensure that it provides a framework that will help us achieve our future goals.

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## Executive Summary

The National Training Center (NTC) was initially created to enhance and standardize the capabilities of contractor protective forces assigned to protect vital assets under the care of the Department of Energy (DOE). The NTC has developed, implemented, and maintained vital training programs for DOE Safeguards and Security elements since 1984. During its history, the NTC—under various titles—has become nationally recognized for its training programs and services.

In May 2004, the Secretary of Energy announced a wide array of Safety and Security training initiatives, many of which affected the NTC mission, scope, and operations. To accomplish the Secretary's initiatives, the NTC has enhanced and expanded its traditional security-focused curricula. The NTC develops and presents security, safety, counterintelligence, and foreign interaction training, as well as professional development programs.

The NTC's function is to develop and provide training, with the goal of becoming the Center of Excellence for the Department's Safety and Security training needs. The NTC continues to be an advocate for standardization across the Department by developing courses that support the workforce competencies as outlined in the Functional Area Qualification Standards.

The NTC staff is determined to improve efficiency and enhance its services by expanding site certifications, converting courses to eLearning where possible, evaluating vendor-provided training, and establishing a safety clearinghouse that takes advantage of existing training available through its partner institutions.





## Mission

The mission of the NTC is to provide DOE Safety and Security personnel with quality training in support of professional development.

## Vision

The NTC will effectively and efficiently develop, deliver, and evaluate DOE Safety and Security training. The NTC will continue to focus on identifying and meeting the Department's training needs and forming partnerships to improve its operational effectiveness.



## Strategic Themes

The NTC has identified five major strategic themes to accomplish its vision and mission.

1 Training Needs

2 Training Delivery Methods

## Training Needs

The NTC will—

- Identify, develop, and implement training courses that support the current and evolving DOE safety, security, and professional development training needs, with courses linked to competencies identified in the Functional Area Qualification Standards for DOE Federal personnel.
- Identify, develop, and implement training courses that support the current and evolving DOE safety, security, and professional development training needs, with courses linked to job analyses for DOE contractor personnel.
- Enhance the training assessment process and conduct an annual survey to support training development and delivery.

Strategic Theme

1





**3** Efficiency and Effectiveness of Operations

**4** Customer Service

**5** Support of Professional Development Training Paths for the Department's Safety and Security Personnel

## Training Delivery Methods

### The NTC will–

- Maximize efficiency to deploy and deliver learning and communication solutions and to enhance emerging information-technology resources.
- Implement state-of-the-art blended learning and scenario-based technologies to expand site certifications and to migrate current distance learning to eLearning.
- Optimize tools that will provide consistency, continuity, and common practices for written communication and record-keeping responsibilities into the Learning Management System.
- Continuously explore and assess the condition of its information technologies and communication structure, and upgrade aging equipment.

**2** Strategic Theme

## Efficiency and Effectiveness of Operations

### The NTC will–

- Continuously network with others in an effort to become a Safety Training clearinghouse for the Department, and explore partnering options with sites that have training capabilities that meet program needs.
- Manage the course development process to ensure that it is timely, cost-effective, and supports the professional development of Department personnel, and that it incorporates emerging technologies.
- Continuously assess the appropriate venues (site certifications, mobile training teams, eLearning training, etc.) for delivering courses that meet the needs of the Department.
- Focus on program integration and communication plans to ensure continuity and to develop a “one infrastructure” concept.
- Continuously assess facility infrastructure improvements to meet current and evolving training and technology needs.
- Explore and enhance automated record-keeping processes and training-assessment reporting capabilities.



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# Customer Service

## 4 Strategic Theme

### The NTC will–

- Publish an annual report that highlights NTC accomplishments for DOE-wide dissemination.
- Communicate NTC goals and activities through the publication of a strategic plan and a quarterly newsletter.
- Enhance the registration process to ensure student satisfaction and to improve coordination with site training points of contact and with Departmental training entities.
- Continuously move forward in creating an atmosphere conducive to all students' learning and understanding.
- Provide timely and accurate responses to training customers.



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## Support of Professional Development Training Paths for the Department's Safety and Security Personnel

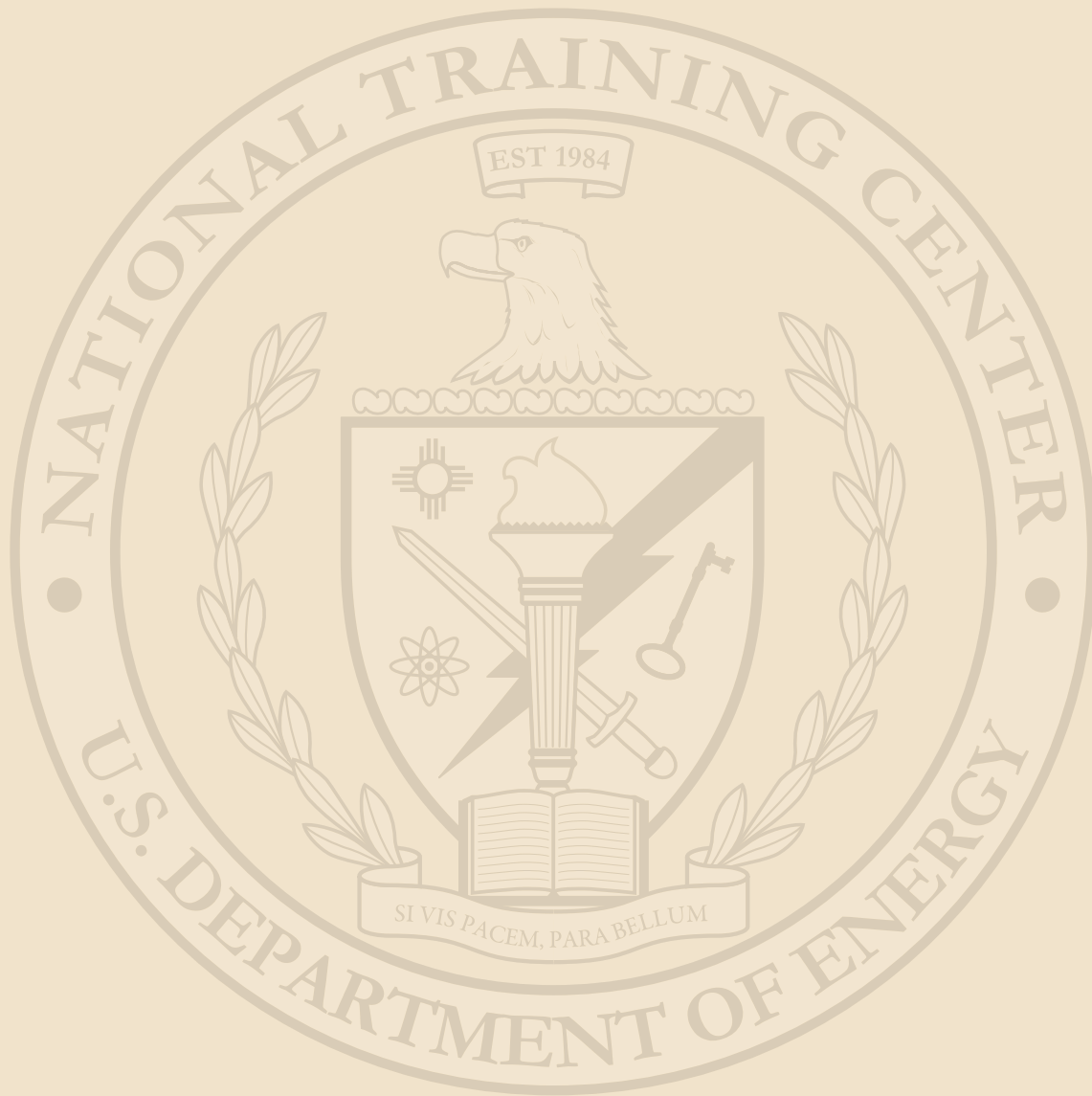
### The NTC will–

- Identify and develop curriculum directed toward Federal personnel and based on an integrated career development progression, emphasizing Federal mid-level and senior-level training needs.
- Continue the NTC focus on contractor oversight training and on supervisor, management, and leadership training.
- Manage processes common to Safety and Security, including the maintenance and use of a competency database.
- Improve NTC course feedback evaluation, training effectiveness, and timely implementation of training upgrades.









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